



## **CANTERBURY CHRIST CHURCH UNIVERSITY**

### **MINUTES OF THE MEETING OF THE GOVERNING BODY HELD AT 4.00PM ON TUESDAY 27 NOVEMBER 2018 IN ROOM Of42, CANTERBURY**

**Present:** Mr F Martin (Chair), Sir I Johnston (Deputy Chair), Ms N Ahmed, Ms Sue Appleby, Ms J Armitt, Mr S Brown, Dr A Eyden, Mr J Faber, Mr P Fletcher, Ms J Harding, Ms P Jones, Mr P Kloppenborg, Mr Q Roper, Revd. R Stevenson, and Professor R Thirunamachandran (Vice-Chancellor)

**In Attendance:** Professor H James (Senior PVC [Education, Enhancement & Student Experience])  
Mr D Leah (Director of Finance & Chief Financial Officer)  
Ms A Sear (University Solicitor & Clerk to the Governing Body)  
Professor D Shepherd (Deputy Vice-Chancellor)  
Professor M Weed (PVC [Research & Enterprise])  
Mr P Ferguson (Governance & Legal Services Manager)

#### **69. Opening Prayer**

An opening prayer was said by Mr Q Roper.

#### **70. Apologies for Absence [Item 1]**

Apologies for absence had been received from Ms C Nolan, Ms M Peachey, and Bishop T Willmott.

#### **71. Declarations of Interest [Item 2]**

No declarations of interest were made by members of the Governing Body.

#### **72. Chair's Communications [Item 3]**

Ms Nadra Ahmed was welcomed to her first meeting of the Governing Body; introductions were made accordingly.

**NOTED**

**73. Minutes of the Meetings of the Governing Body held on 25 September 2018 [Item 4]**

The minutes of the Away Day and the meeting of the Governing Body held on 25 September 2018 were agreed and signed as a true record.

**74. Matters arising not appearing elsewhere on the agenda [Item 5]**

There were no matters arising not appearing elsewhere on the agenda.

**75. Report of the Vice-Chancellor [Paper L45] [Item 6]**

The Vice-Chancellor was invited to present his report to the Governing Body.

Key points:

The Vice-Chancellor prefaced the presentation of the Report by stating that the position regarding the Augar review of post-18 education would likely to be clearer by the next meeting of the Governing Body in March, and could be impacted by the latest situation in relation to Brexit. SMT had been engaged in modelling various funding scenarios. He said that he would be happy to brief individual Governors regarding the context if required.

Professor Billingsley, Professor in Science Education, had been awarded a £1.2m research grant from the Templeton Foundation for her work regarding epistemic insight. It had been one of the largest single research grants awarded to the University.

The Vice-Chancellor and the Senior PVC [Education, Enhancement & Student Experience] had launched the Primary Engineer and Secondary Engineer Leaders' Awards.

The Faculty of Education review was ongoing. Formal consultation had been planned for early in 2019, following informal consultation conducted by the Interim Dean. A recruitment exercise for the substantive post of Dean had been undertaken and announcement of the outcome would be made shortly.

The health and safety briefing would be provided at the next meeting of the Governing Body.

[\* Confidential Item\*]

In response to a question from a Governor, the Vice-Chancellor confirmed that, confidentially, and subject to due diligence and approvals, the new Arts Building would be named [\*the Daphne Oram Building\*] and the Salomons Centre for Applied Psychology at 1 Meadow Road, Tunbridge Wells would be named [\*the Lucy Fildes Building\*].

**NOTED**

**76. Termly Report of the Students' Union, Constitutional and Impact Report 2017/18 [Paper L46] [Item 7]**

The Governing Body considered a paper, [Paper L46], by the Students' Union President about Termly Report of the Students' Union, Constitutional and Impact Report 2017/18.

The report included updates on 2018/19 sabbatical leadership team objectives; student voice; student support; partnerships; and future focus, including a sustainable funding formula. Of particular note: the most number of votes in the last five years had been cast in student elections, with seven candidates standing for BME Officer.

In response to a question from a Governor, the Students' Union President confirmed that the role of the Union's BME Officer would include input regarding the University's BME retention and progression.

#### **NOTED**

**77. Annual Quality Assessment including the Annual Report on the Maintenance of Academic Standards and the Management and Enhancement of the Quality of the Student Learning Experience 2016/17 [Paper L47] [Item 8]**

The Governing Body considered a paper, [Paper L47], by the Director of Quality and Standards, and sponsored by the Senior PVC [Education, Enhancement & Student Experience], about the Annual Quality Assessment including the Annual Report on the Maintenance of Academic Standards and the Management and Enhancement of the Quality of the Student Learning Experience 2016/17.

The Senior PVC [Education, Enhancement & Student Experience] presented the Paper.

The Paper set out the context, the parameters of the review by the Governing Body and the reasons for which the Governing Body could be confident with the quality and standards of the University's academic provision. The Annual Report on the Maintenance of Academic Standards and the Management and Enhancement of the Quality of the Student Learning Experience had been approved by the Academic Board on 18 June 2018. The Paper also included the annual action plan for 2018/19 and progress report on the annual action plan for 2017/18, which had also both been approved by the Academic Board.

It had been a year of significant change, particularly regarding the Academic Journey Project and the modernisation of the student infrastructure (standards and regulations) and the move to semesters.

#### **RESOLVED**

That the Annual Quality Assessment as set out in the Paper be approved and that the annual OfS assurance statement be submitted accordingly.

**78. Report on the Exercise of the Prevent Duty [Paper L48] [Item 9]**

The Governing Body considered a paper, [Paper L48], by the Assistant University Secretary, sponsored by the Vice-Chancellor, about Report on the Exercise of the Prevent Duty.

The Paper was presented by the University Solicitor and Clerk to the Governing Body.

In accordance with OfS requirements regarding the Prevent Monitoring Framework, the University was required to submit on an annual basis an assurance statement signed by the Chair of the Governing Body relating to its exercise, reporting, information provision and review of risk assessment and action plan concerning the Prevent Duty. The Paper set out the actions undertaken by the University during the reporting period including review of its Prevent risk assessment and action plan with the Regional Prevent Co-ordinator and its Prevent Monitoring Group, training recommendation, and regard to the Channel process. There had been no serious incidents and there was deemed to be a continued low risk of individuals being drawn into terrorism. There had been no outstanding actions from the previous (HEFCE) submission and no material changes to the risk assessment or delivery of the duty.

#### **RESOLVED**

That information contained in the Paper be provided and included within the assurance statement which was to be signed by the Chair of the Governing Body for submission to the OfS.

#### **79. Annual Compliance Statement on Research and Enterprise Integrity [Paper L49] [Item 10]**

The Governing Body considered a paper, [Paper L49], by the Research and Enterprise Integrity Manager and the Pro Vice-Chancellor [Research & Enterprise] about the Annual Compliance Statement on Research and Enterprise Integrity.

The Pro Vice-Chancellor [Research & Enterprise] presented the Paper.

The Annual Compliance Statement on Research and Enterprise Integrity had been considered and recommended for approval to the Governing Body by the University's Research and Enterprise Integrity Committee.

The report focussed on the rigour and integrity of the University's research. In order to bring the report into line with the academic year, it covered 14 months.

No allegations of research misconduct had been received or investigated during the reporting period.

The Vice-Chancellor confirmed that the report would be received by the Academic Board on 10 December 2018. That would be after the date of the report's OfS submission, but he fully endorsed it as Chair of that Board.

In response to a question from the Chair of the Audit Committee, the Pro Vice-Chancellor [Research and Enterprise] said that, with an action plan in place, he was confident that for the next reporting period, full assurance would be given in respect of compliance with bid development procedures.

#### **RESOLVED**

That the Annual Compliance Statement on Research and Enterprise Integrity be approved as the basis for the submission of assurance of compliance for the OfS in the University's annual assurance return.

**80. Report of the University's Financial Position and the Directors' Report and Financial Statements for the year ended 31 July 2018 [Paper L50 & L51] [Item 11]**

The Governing Body considered a paper, [Paper L50], by the Assistant Director of Finance [Financial Accounting], sponsored by the Chief Financial Officer regarding the Report of the University's Financial Position and the Directors' Report and Financial Statements for the year ended 31 July 2018 and the University's Financial Statements for the year ended 31 July 2018 [Paper L51].

The Chief Financial Officer presented the Paper.

The Finance and Resources Committee and the Audit Committee were thanked for their consideration of the University's Financial Statements for the year ended 31 July 2018.

The University had recorded a financial deficit of £1,120k. A significant contributor to that deficit had been the mandatory annual (LGPS) pension non-cash adjustment (£3.8m).

There had been a decrease in total income of 2.4%, with an overall increase of 1.4% of total expenditure. Notwithstanding, year-on-year staff costs had reduced by 0.1%, which had been after a 1.7% pay award, £500k in relation to severance costs. Staff numbers (average FTE) had reduced from 1627 to 1586.

The Vice-Chancellor highlighted that the management accounts surplus for the year was £3.4m; end of year adjustments to provisions for severance costs and bad debts, along with an adjustment for prior years' depreciation, had reduced this to £2.1m.

Annual bank covenants had been comfortably within the bank's requirements for the year.

The University's capital investment had included significant investment in Building 1 and expenditure on preparatory groundworks for Building 2.

Annex A to the Paper would accompany the Financial Statements upon submission to the OfS to explain variances between the University's actual financial performance and its forecast position as of September 2018 that had been submitted to the OfS.

**RESOLVED**

That the University's audited Financial Statements for the year ended 31 July 2018 and letter of representation be approved for signing by the Chair of the Governing Body and the Vice-Chancellor and that these be submitted to the OfS with the financial commentary at Annex A to the Paper.

**81. Management letter from the University's External Auditor for the Consolidated Financial Statements for the University [Paper L52] [Item 12]**

The Governing Body considered a paper [Paper L52], sponsored by the Chief Financial Officer about the Management letter from the University's External Auditor (Deloitte) for the Consolidated Financial Statements for the University. Upon receipt of the signed representation letter, a clean audit opinion in the Financial Statements and ISA 260 would both be signed.

**RESOLVED**

That the letter of representation from the University's Governing Body be signed for the External Audit.

**82. Annual Report of the Audit Committee 2017/18 [Item 13]**

**Annual Internal Audit Report – year ended 31 July 2018 [Paper L53]**

The Chair of the Audit Committee summarised Paper L53 – Annual Internal Audit Report – year ended 31 July 2018.

The Head of Internal Audit Opinion stated that the University had an adequate and effective framework for risk management, governance, internal control and economy, efficiency and effectiveness. Further enhancements to the framework for risk management, governance, internal control and economy, efficiency and effectiveness had been identified to ensure that it remained adequate and effective.

**RESOLVED**

That the Annual Internal Audit Report – year ended 31 July 2018, be approved.

**Annual Report of the Audit Committee 2017/18 [Paper L54]**

The Chair of the Audit Committee summarised Paper L54 – Annual Report of the Audit Committee 2017/18.

Of note: data quality had continued to be considered by the Audit Committee; full assurance could be provided in respect of finance and HR data returns to HESA, but full assurance could not yet be provided in respect of the adequacy and effectiveness of controls over student data returns, regarding which the Committee found assurance in the Data Integrity Group's oversight of an agreed OfS action plan.

**RESOLVED**

That the Annual Report of the Audit Committee 2017/18 be approved.

**Annual Assurance Return [Paper L55]**

The Vice-Chancellor summarised Paper L55 – Annual Assurance Return.

**RESOLVED**

That the Annual Assurance Return be approved for OfS submission.

**83. 2018/19 Student Enrolment Report [Paper L56] [Item 14]**

The Governing Body considered a paper, [Paper L56], by the Director of Planning and Academic Administration about the 2018/19 Student Enrolment Report.

The Vice-Chancellor, its Sponsor, presented the Report.

The Report provided information on new student recruitment to the University and continuing students for those programmes scheduled to start between August and November 2018. The report compared actual activity to target, but did not include assumptions for further in-year recruitment against targets that had been set for the period December 2018 to July 2019.

Based on student registrations to date, the financial forecast for the year assumed that the University would not meet its tuition fee income budget by £300k, although other projected income shortfalls could increase this amount by a further £1.2m.

Recruitment to programmes scheduled to commence later in the year and in-year student attrition would continue to be carefully monitored, with updates furnished to the Governing Body.

The target in respect of undergraduate full time Home/EU students had not been met in respect of the recruitment of new students, but the targets for repeated and continuing undergraduate full time Home/EU students had been exceeded, resulting in the total target for full time undergraduate home/EU students being met by 99%. The actual new students (3674) had been higher than the equivalent statistic in the previous year's report (3470).

Notwithstanding that the Faculty of Social and Applied Sciences had not met its target, these had been very stretching and had driven up recruitment across the University.

In terms of postgraduate taught provision, the position was particularly pleasing in that targets had been exceeded. Postgraduate research students are recruited throughout the year. So far new postgraduate research targets had been secured by 80%.

In response to a question from a Governor regarding the University's reliance on the use of unconditional offers, the Vice-Chancellor said that these had been used in certain subjects only and had been limited to students with higher projected grades. An analysis had been undertaken of the actual academic performance of those who had secured unconditional offers against those who had secured conditional offers. On average, students had performed worse by one grade irrespective of whether unconditional or conditional offers had been made. However, to ensure the University's academic quality and standards, it had been decided to limit the use of unconditional offers to students with predicted B and two Cs or above for 2019/20 entry. The position would be reviewed for September 2020 entry.

A Governor asked whether the University had reflected on the reasons for the better than anticipated enrolment statistics for 2018 entry. In response, the following aspects were mentioned: an engaging and successful digital media campaign; high

quality and professionalised marketing and engagement; and the guaranteed availability of student accommodation through clearing.

On behalf of the Governing Body the Chair gave credit and recorded thanks to all staff who had taken part in these initiatives.

**NOTED**

**84. International Strategy [Paper L57] [Item 15]**

The Governing Body considered a paper, [Paper L57], by the Deputy Vice-Chancellor about International Strategy.

The Deputy Vice-Chancellor said that the Paper developed plans to enhance the University's academic and financial sustainability through income generation in terms of the increased recruitment of international students. Its record of international student recruitment had been consistently below sector benchmarks and an institutional culture change required enhanced senior leadership capacity particularly in International, if a step change in international student recruitment was to be achieved. The University had agreed to appoint a Dean of Internationalisation to lead on this agenda, and in particular to drive a step change in the recruitment of international students. An external review by Professor Michael Thorne, former Vice-Chancellor of the University of East London and Anglia Ruskin University, both institutions with good records of international student recruitment, had provided a very trenchant analysis. An internal group had advised that the health of the University's academic portfolio should be informed by market intelligence on the potential for particular subject areas to recruit international students, with particular attention paid to the development of postgraduate taught programmes with such potential and international recruitment and the development of TNE partnerships targeted by discipline and country/geographical area.

The Paper outlined the scope and benefits of the challenge. There were political and financial risks and staff engagement with a global in combination with a local vision was key. With the outlined changes, however, the University had the potential to develop its recruitment of international students.

In response to points raised by Governors, the Deputy-Vice Chancellor said that the appointment of a Dean of Internationalisation would not by itself secure a change in culture; building on the University's reputation as a widening participation University and a variety of learning expectations and styles were part of the solution. The academic portfolio had to be attractive for the international market, to include subjects such as Business and Management, Computing/IT, and Engineering. This was another key strand to the re-positioning of the University. A good step in the intake of international students would be expected in the 2020/21 academic year. The next step would be to set stretching targets. An update would be provided to the Governing Body for its meeting in November 2019.

**NOTED**

**85. Summary minutes of the meeting of the Chairs Committee held on 8 November 2018 [Paper L58] [Item 16]**

The Governing Body noted the summary minutes of the meeting of the Chairs Committee held on 8 November 2018.

**NOTED**

**86. Summary minutes of the meeting of the Finance and Resources Committee held on 8 November 2018 [Paper L59] [Item 17]**

The Governing Body noted the summary minutes of the meeting of the Finance and Resources Committee held on 8 November 2018.

**NOTED**

**87. Summary minutes of the meeting of the Audit Committee held on 20 September 2018 [Paper L60] [Item 18]**

The Governing Body noted the summary minutes of the meeting of the Audit Committee held on 20 September 2018.

**NOTED**

**88. Summary minutes of the meeting of the Audit Committee held on 6 November 2018 [Paper L61] [Item 19]**

The Governing Body noted the summary minutes of the meeting of the Audit Committee held on 6 November 2018.

**NOTED**

**89. Summary minutes of the meeting of the Academic Board meeting held on 2 October 2018 [Paper L62] [Item 20]**

The Governing Body noted the summary minutes of the meeting of the Academic Board held on 2 October 2018.

**NOTED**

**90. Any other business [Item 21]**

Governors expressed thanks to the Director of Estates and Facilities for an informative Estates and Facilities visit that had happened immediately before the meeting. The Chief Financial Officer undertook to confirm to the Governing Body the estate refurbishment and maintenance budget for the current academic year.

The Vice-Chancellor said that a recruitment exercise for a successor to the incumbent Director of Estates and Facilities had resulted in a good field of candidates. Interviews had been scheduled for mid-December 2018.

**91. Confidential items [Item 22]**

The proposed names for the two buildings referred to in minute 75 should be kept confidential to the Governing Body until due diligence had been undertaken.

## **RESERVED BUSINESS**

### **92. Summary of the meeting of the Remuneration Committee held on 16 November 2018 [Paper L63] [Item 23]**

The Governing Body noted a summary of the meeting of the Remuneration Committee held on 16 November 2018.

**NOTED**